

# ELEMENTS OF EXCELLENCE



March, 2013

*First in airlift, tactics, combat, and homeland response - always ready, ever willing.*

# FROM THE COMMANDER



Thank you for taking the time to review this year's 139th Airlift Wing's Elements of Excellence. The issue will cover what we accomplished in 2012, but I want to take a moment to focus on our future.

We are currently a flying wing in transition from a decade of multiple deployments supporting the Global War on Terrorism to the challenges of tomorrow. As wing commander, I am focused on four objectives moving forward:

1 – Recapitalize the 139th Airlift Wing by securing C-130J models and have them "on the ramp" by 2018. Legacy fleet replacement is a long term program which is challenging due to the legislative process and the current fiscal environment. The bottom line is the active duty Air Force will be fully converted to the J model by 2017. It is critical to expressly inform our lawmakers of the importance to our unit maintaining commonality of aircraft with the active duty. The good news is our hangars can already accommodate a move to the J model.

2 – Expand our Associations. For many years, the 139th has built terrific relationships with active duty and reserve components, in large part to the presence of the Advanced Airlift Tactics Training Center (AATTC). Currently, both active duty and Air Force Reserve personnel serve at the AATTC, and we are enriched by their presence. The AATTC also trained a flying crew this year from Japan and have trained aircrews from 18 countries through the years. We seek more associations with other services and international partners.

3 – We are seeking to add the legacy C-130 Weapons Instructor Course (WIC) to the portfolio of the Advanced Airlift Tactics Training Center. This course provides Ph.D. level leadership and tactics training to the airlift fleet. The active duty Air Force recapitalization of J model C-130s will leave legacy crew members, largely in the Guard and Reserves, without an avenue for the WIC. We feel the AATTC is the perfect spot to continue this course.

4 – Obtain a C-130 simulator at St. Joseph – Being home to the AATTC makes our base one of the largest, if not the largest, concentrations of C-130 pilots without a simulator. Currently, there are about 60 pilots assigned to our base. A simulator could provide training at a huge cost savings to the taxpayer, approximately \$5,000 per flying hour.

I am more optimistic than ever about the future of our Wing. Unmistakably, we have phenomenal support from our members of Congress, many of whom are in positions of influence on military matters. Both Missouri Senators Roy Blunt and Claire McCaskill are

on the Senate Armed Services Committee. Our district Congressman, Rep. Sam Graves, is perhaps our most ardent supporter and has been so through his six terms in the House of Representatives.

Militarily, Maj. Gen. Steve Danner, The Adjutant General of Missouri, is now also the chairman of the board of directors of the National Guard Association of the United States. And the Chief of the National Guard Bureau, Gen. Frank Grass, is a native of Missouri.

Locally, I would put the support we receive from St. Joseph up against any in the nation. The city and its people are incredibly supportive and we'll never take that support for granted.

Enjoy the Elements of Excellence. We hope you see our pride bursting through its pages.



**Col. Michael A. Pankau  
Commander, 139th Airlift Wing**

# ECONOMIC IMPACT

The economic impact of money originating at Rosecrans for construction, salaries, training, and a great number of things flows throughout the local and state economy.

This “multiplier effect” comes as those who receive that money initially then spend it themselves and so on. This means the 139th Airlift Wing and its associated operations are one of the largest contributors to the surrounding Northwest Missouri economy.

Construction on the taxiway and a new firehouse have brought many contracting jobs to Rosecrans.



Civic leaders attend the ribbon cutting ceremony for the newly constructed taxiway during the 2012 Sound of Speed Airshow (Photo by Senior Airman Sheldon Thompson)

Salaries, Wages, and Monetary Benefits	\$60,202,294
Operations and Equipment Expenditures	\$28,695,247
Construction and Capital Investment	\$ 2,102,406
Advanced Airlift Tactics Training Center Students, Symposiums, etc. expenditures	\$ 1,525,000
<b>TOTAL DIRECT EXPENDITURES</b>	<b>\$92,524,947</b>
Times multiplier effect through local economy	x1.6

## Total Economic Impact

**\$148,039,915**

# PEOPLE & COMMUNITY



Some of the proceeds raised at this years ANG softball tournament were donated to Camp Guardian, a speical needs camp sponsored by the Missouri National Guard. (Photo by Tech. Sgt Michael Crane)



Sixteen Junior ROTC raider teams from across the region competed in the 6th Annual Raider Challenge. (Photo by Staff Sgt. Michael Crane)



Airmen from Rosecrans Air Guard Base, St. Joseph, Mo., assisted local fire departments with a residential fire. (Photo by Staff Sgt. Michael Crane)

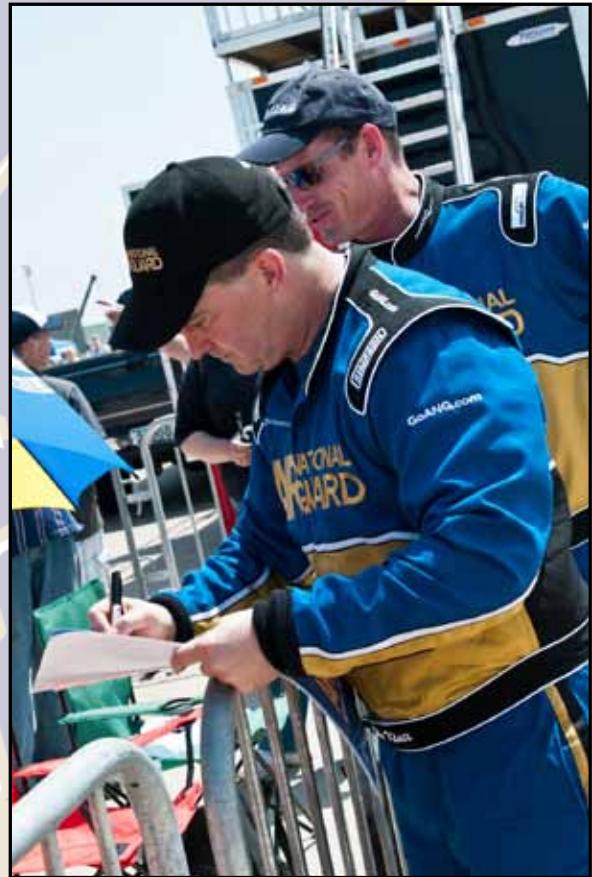


The 139th Airlift Wing hosted the Air National Guard Softball Tournament. (Photo by Senior Airman Sheldon Thompson)

# PRIDE



Airmen donate blood to the Red Cross during a drill weekend.  
(Photo by Senior Airman Kristi Whitcomb)



John Klatt signs autographs at the 2012 Sound of Speed Air Show. (Photo by Senior Airman Sheldon Thompson)



Family members await the arrival of the 139th Civil Engineering Squadron from Guantanamo, Cuba. (Photo by Senior Airman Kelsey Stuart)



Members from the 180th Airlift Squadron returned from deployment in support of Operation Enduring Freedom.  
(Photo by Staff Sgt. Michael Crane)

# OPERATIONS: 180TH AIRLIFT SQUADRON



An Airman looks at a radar aboard a C-130.  
(Photo by Senior Airman Sheldon Thompson)

The 139th Operations Group, commanded by Col. David M. Halter, is made up of the 180th Airlift Squadron commanded by Lt. Col Coy R. Riecker, 139th Operations Support Flight commanded by Lt. Col. Kurt G. Westfall and the 241st Air Traffic Control Squadron commanded by Maj. John M. Howie. The Operations Group is in its eleventh year of participation in the Global War on Terror providing personnel and aircraft to support Operation Enduring Freedom (OEF) and Operation New Dawn (OND). In November 2012, members of the Group returned from a Southwest Asia deployment after serving 120 days delivering combat personnel and supplies throughout the Area of Responsibility (AOR).

The 139th Operations Group has been busy at home station and within the Community during the past year. They provided members to continue the clean-up of historical Mt. Mora Cemetery and were active in supporting ROTC-lift as well as Boss-lift and a Spouse-Lift. The Operations Group is a major contributor to the Wing's Combined Federal Campaign and participates during Christmas at the St. Joseph Noyes Home for Children. Members of the Group are an integral part of planning and conducting this annual party for needy children. The Ops Group is very active in supporting professional military organizations such as Enlisted Association of the National Guard of

the United States, National Guard Association of the United States, Missouri National Guard Association, Veterans of Foreign Wars, and the American Legion. The Operations Group is made up of over 200 full and part time men and women that continue to set a standard of excellence in theater airlift on a daily basis. We are proud of our participation and accomplishments within the total force. We look forward to the many changes and challenges to come.

The 180th Airlift Squadron is made up of aviators, Flight Medical personnel and ground-staff, ensuring our aircrew remain fully combat mission ready. In the past year the 180th successfully flew over 2664 accident free flying hours, encompassing 415 sorties, hauled 6655 passengers and 236 tons of cargo. We also participated in two Joint Forcible Entry (JFE) exercises and provided two Low Cost Low Altitude (LCLA) airdrops for Gen. Raymond Johns, commander of Air Mobility Command, and numerous civic leaders, demonstrating the latest in combat air drop methods. This past January, members of the squadron completed initial planning and training as the lead unit in the C-130 Aircraft Modernization Program (AMP). These members went on to oversee the shutdown of this program due to budget constraints and quickly re-qualified in their primary aircraft in preparation for the summer's deployment.



1st Lt. Brent Pankau reviews maps before a flight.  
(Photo by Senior Airman Sheldon Thompson)



# OPERATIONS: 241ST AIR TRAFFIC CONTROL SQUADRON

The members of the 241st Air Traffic Control Squadron provide worldwide and local air traffic control support for the United States Air Force, the Missouri Air National Guard and Rosecrans Memorial Airport and surrounding airspace. The 241st is one of ten Air Traffic Control (ATC) squadrons in the Air National Guard (ANG), which represents 65% of the Air Force's worldwide air traffic control wartime support. The 241st consists of air traffic controllers, air traffic control and landing systems maintenance, mobile tactical air navigation, supply, logistics and management staff. As part of the Federal Aviation Administration's Federal Contract Tower (FCT) program, the 241st provides daily air traffic tower services at the airport. In addition to the tower, the 241st also provides air traffic radar approach



**The 241st ATCS acquired a Tactical Air Navigation System (TACAN) in 2012. The TACAN acts as a navigation system for pilots. (Photo by Staff Sgt. Michael Crane)**

services for St. Joseph and other cities, including Maryville, Atchison, Cameron and Falls City, NE. The 241st provides a Precision Approach Radar (PAR) which enables the controller to talk an aircraft down to the runway in bad weather. This is the only PAR system in the region and is available for any aircraft that wishes to use it. The 241st continues to

prepare for real world deployments and Operational Readiness Exercises and Inspections. The entire squadron deployed to Savannah, Ga., for Annual Field Training to prepare for the 2015 Operational Readiness Inspection. These out-of-state deployments prepare all elements of our unit for real world taskings.



**(left) Airman 1st Class Zach Rupert, 241st Air Traffic Control Squadron, communicates with a C-130 Hercules cargo aircraft pilot on the runway at Rosecrans Airport. (Photo by Tech. Sgt. Michael Crane)**

# MISSION SUPPORT GROUP

As usual, 2012 was an extremely productive year for the 139th Mission Support Group (MSG). The Group's mission touches almost every part of the wing, including Logistics and Civil Engineering, to name just two.

This year, the MSG not only supported other Wing members deploying across the globe, but also deployed 34 members of its own 139th Civil Engineer Squadron (CES) to Guantanamo Bay, Cuba. The Squadron's Prime Base Engineer Emergency Force – or BEEF – executed a critical mission involving high-level detainees in the Global War on Terror.

The squadron's primary mission while deployed included facilities maintenance, repair and construction related to Joint Task Force Guantanamo's Expeditionary Legal Complex and Camp Justice. Commanded by Lt. Col. Grace Link, the unit kept more than 100 living quarters and working buildings

operational while deployed. Airman 1st Class Darrin Phroper earned U.S. Southern Command's "Airman of the Quarter" for his work during this effort.

But the CES was just one of several deployments ranging in size from one to 53 personnel. In all, 132 members were supported by MSG for deployments in 2012. Included in those numbers was a sizeable deployment of aircrew and maintenance personnel to support Operations ENDURING FREEDOM and NEW DAWN, as well as 39 individuals who deployed across the globe in Expeditionary Combat Support missions for the Air Force.

It could be argued the MSG's stateside and base support was just as impressive. The Wing's major event for the public in 2012 was the Sound of Speed Airshow. The MSG played a critical role in support of the show.

One MSG squadron, the Logistics Readiness Squadron, had huge undertakings of bus shuttle



Members of the 139th Civil Engineer Squadron deployed to Guantanamo Bay, Cuba. (Courtesy photo)

# MISSION SUPPORT GROUP



**John Klatt flies by Rosecrans Airport during the 2012 Sound of Speed Air Show. (Photo by Senior Airman Sheldon Thompson)**

service and parking lot management for the two-day event, as well as many other responsibilities, including fueling dozens of aircraft before, during and after the performances.

MSG also had a major participation role with the Wing in the state-wide VIGILANT GUARD exercise, deploying more than 200 passengers and 20-plus tons of cargo across Missouri.

MSG elements also supported the completion of a new taxiway, ongoing progress on the new Fire House and renovations in the commander's area of the headquarters building.



**An Airman from the 139th Airlift Wing Fire Department stands by with hose in hand at a residential fire in Elwood, Kan. (Photo by Staff Sgt. Michael Crane)**



**Staff Sgt. Troy Green, 139th Security Forces Squadron, stands ready during a mock deployment scenario. (Photo by Staff Sgt. Michael Crane)**

# MAINTENANCE GROUP

**“Our Professional Maintainers are continuously looking to improve system reliability, new technologies and overall mission readiness improvements to support our nation”**



We maintain 10 C-130H2.5 aircraft to support Air Mobility Command for federal, state and local training missions to maintain aircrew proficiency. Current improvements to our aircraft include defensive system upgrades and battlefield situational awareness systems. Our professional mechanics maintain more than \$400 million dollars worth of aircraft and support equipment to ensure timely response for national security. This year we replaced our old, heavy aircraft maintenance stands with newer, more efficient, stands to bring into compliance with all new safety standards. These \$1.5 million stands replace 35 year old stands that didn't meet all of the current safety requirements.

During 2012, we deployed maintenance personnel to support Presidential Airlift requirements for 7 months. We had a 24-person maintenance team just return from the Middle East completing a 4 month deployment in support of OPERATION ENDURING FREEDOM. We also continued to provide Air Mobility Command with forces to 5 different countries across the globe.

We hosted, for the first time ever, the F-22 fighter aircraft during our community open house “Sound of Speed” airshow. Maintenance opened their facilities to support the Raiders Challenge, hosting JROTC teams from the local regional high schools. Raiders Challenge is a weekend long competition pitting teams against each other using physical and mental challenges to hone their leadership skills.



Maintainers perform a major inspection on a C-130 Hercules aircraft in the Newlon Hanger. (Photos by Tech. Sgt. Michael Crane)



# ADVANCED AIRLIFT TACTICS TRAINING CENTER

2012 for the Advanced Airlift Tactics Training Center (AATTC) was a busy year hosting three conferences and six different courses serving 1200 aircrew and intelligence personnel, as well as a change in command.

Missouri's Adjutant General, Maj. Gen. Stephen Danner, provided keynote remarks for the 30th Tactics-Intelligence Symposium in January where representatives from the DoD, Australia, Canada, United Kingdom and Belgium attended. In June, the Air Mobility Tactics Analysis Team (AMTAT), consisting of 40 intelligence and operations personnel

from DoD, Australia, Canada, and the United Kingdom, studied field driven data on adversarial tactics against coalition mobility aircraft. In November, the AATTC hosted 120 tacticians for the Mobility Air Forces Tactics Review Board to analyze and report on current air operations across the globe.

July was marked by the retirement of Col Vincent Teuber and the passing of the flag to the 11th AATTC Commander, Col Edward Black. Under Col Black's leadership, AATTC continued its long tradition of world class instruction by conducting 10 aircrew classes (500 students including six

allied countries), 8 Advanced Air Mobility Intelligence Courses (60 students), 4 Mobility Commanders Tactics Courses (50 senior officer/commanders), 3 Combat Aircrew Tactics Studies/Mobility Electronic Officer Courses (120 students), 10 Munitions Qualifications Course (73 students), and one Datalink Managers Course (7 students). Allied support was increased by the addition of the Czech Republic to the AATTC's customer base.

**A member of the 139th Security Forces Squadron watches a C-130 Hercules cargo aircraft perform a low cost, low altitude airdrop. (Photo by Lt. Col. Barbara Denny)**



# MEDICAL GROUP

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With the numerous deployments supported by the 139th Airlift Wing (AW), the 139th Medical Group (MDG) continues to perform the vital mission of providing pre- and post-deployment force protection and medical evaluation for our deployers. In addition, the Medical Group provides annual medical requirements for the all Wing personnel, including the Active Duty and Air Force Reserve members attached to the Wing. In this capacity, the 139AW consistently maintains one of the highest percentages of compliance for individual medical, dental, and immunization readiness in the Air National Guard. The Public Health (PH) and Bioenvironmental Engineering (BEE) sections continue to provide a medically safe and environmentally friendly workplace. Both areas consistently meet and exceed all regulatory and inspection requirements.

The 139AW is the home of the medical component of the joint service FEMA Region 7 Homeland Response Force (HRF) medical package. The HRF medical team includes 45 doctors and medics assigned to the MDG, and it is one of 10 HRFs within the United States. In 2012, team members successfully completed a joint service team exercise evaluation at the Muscatatuck Urban Training Center in Indiana. Later in the year, 48 Medical Group personnel completed wartime task Expeditionary Medical Support



**Airmen with 139th Medical Group tend to role-players posing as victims during a Homeland Response Force exercise. (Photo by Staff Sgt. Michael Crane)**

(EMEDS) field training at the Alpena, MI Combat Readiness Training Center.

During 2013, the 139MDG will have changes at several leadership positions including Commander. Col. Wayne Echterling, a dentist from St. Joseph, will retire after 11 years as the Medical Group Commander, and Col. Terry Hall, a flight surgeon from Bethany, Mo., will assume command. In addition, the MDG will have a new leader of the enlisted personnel with Tech. Sgt. Carly Edwards assigned as the new first sergeant.



# HOMELAND RESPONSE FORCE

It took only 36 minutes for the 139th Airlift Wing's medics here to make their presence known as top medical performers during a recent homeland response evaluation.

Fifty Air Force doctors, nurses, emergency medical technicians and support staff began their test in haste, pulling equipment from their six-truck/trailer convoy.

In what seemed an instant, they fashioned a working, mass casualty triage center with record speed, officials told them.

"It was pretty seamless," said Air Force Maj. Kim Smith, medical element leader, Homeland Response Force (HRF), FEMA Region 7.

The recent evaluation at the Muscatatuck Urban Training Center near Butlerville, Ind., validated the force's readiness and training.

The Missouri Air National Guard medical team makes up about 10 percent of this otherwise Army Guard force. That force rolls out for super-sized disasters (those with thousands of potential causalities, in areas with massive infrastructure damage). Hurricane Katrina is the best-known example of just such a disaster.

Most of the medical Airmen are traditional Guard members based at Rosecrans Air Guard Base.



**Tech. Sgt. Melinda Cheney assists a role-player posing as a victim during a Homeland Response Force exercise. (Photo by Staff Sgt. Michael Crane)**

Their disaster mission provides direct support to civilian authorities through triage.

Smith said that means citizen-Airmen are at hand, supporting emergency responders at disaster sites during real emergencies, when overwhelming numbers of people need aid.

For example, their medics are trained in search and extraction, so they can facilitate on-the-spot life saving care. They can monitor the sick and injured during any chemical, biological or radiological decontamination. They can also manage massive numbers of patients between ambulatory and non-ambulatory care to move them on.

All of this is a process that could be repeated uncountable times during a large-scale event.

Smith said each FEMA region has a HRF performing validations to ensure combined agencies that these joint National Guard forces are prepared. Five-hundred Missouri Guard members of the joint force performed for several days, under long hours and often soaked in the rain.

Smith said they took note of the various agencies involved in disaster operations as well as gained confidence in their training.

"Coordination is one of the steeper challenges during an event," said Smith. "We did excellent."



**Tech. Sgt. David Vance checks the blood pressure of a soldier during a Homeland Response Force exercise. (Photo by Staff Sgt. Michael Crane)**

# AIRMAN AND FAMILY READINESS PROGRAM

The Airman and Family Readiness Program has been actively engaged assisting members and their families, providing help and services to well over 700 members and their families this year.

Resources and services provided included support for the families of members who were deployed, and particularly the families of single parents. This support covered many things, from basic household and automotive repairs, child care, and partnering with the Joint Family Program and Riverside FFA.

The Airman and Family Readiness Program made available to all members and their families, deployed or not, a great number of other services: counseling for individuals, couples, marriages, and families; child and teen education and mentoring; financial management classes; and crisis and grief counseling.



(top) Volunteers pose for a photo at the children's Christmas workshop.

(right) The Missouri Department of Conservation provided an opportunity for children of Guardmembers to participate in a youth duck hunt.

Deepening member resiliency is important. Family Readiness helped strengthen relationships via a chaplain-sponsored “Strong Bonds” marriage enrichment weekend for over 40 couples.

These many initiatives required coordinating several hundred volunteer hours, and partnering with community, faith-based, and other organizations to access more than 300 community resources.

Airman and Family Readiness contacts and coordination paid big dividends for interested members and their families. A dozen Guard families from the 139th Airlift Wing were invited by the Missouri Department of Conservation to attend a duck hunting clinic for their children. The Department raised more than \$1,300 in private donations so the kids could learn to duck hunt.





# 139th Airlift Wing - Missouri Air National Guard



**Mission:** First in airlift, tactics, combat, and homeland response – always ready, ever willing

**Vision:** To be recognized by our community,

State, and the Mobility Air Force as their most indispensable resource.

## Advanced Airlift Tactics Training Center/Mobility Air Force & EW Center of Excellence

- With a commitment to Tactics Analysis, Development, Testing, and Training, the AATTC achieves its mission of *“Increasing the war fighting effectiveness and survivability of mobility forces”*.
- The AATTC offers 6 different courses and trains over 700 crewmembers and support personnel annually from the ANG, AFRC, AFSOC, AMC, ACC, USMC, and 18 allied nations.
- A TFI, 31 years in the making, is comprised of Active Duty, Air National Guard, and Reserves.
- Awarded Air Force Organization Excellence Award 2012, 1 of 8 units in the Air National Guard.

### Tactical Training Environment with Rare and Distinct Benefits

- Dedicated air traffic control squadron.
- Abundant, low conflict training airspace.
- On-site assault landing zone.
- On-site easily accessible drop zone.
- Additional ranges and drop zones near by

### Efficiency/Green Initiatives

- Second most energy efficient Air National Guard Base.
- Compressed Work Schedule implemented in 2012 projects 10% energy savings.
- Currently harnessing enough solar energy to power 22 homes per year.

### Recruiting and Retention

- Limited competition recruiting area reaching NW Missouri, NE Kansas, SE Nebraska, SW Iowa.
- From 2005-2012 exceeded recruiting goals by an average of 24% per year.
- Highest Re-enlistment Rate in the nation in 2011.
- Top Production Recruiter 5 of the last 7 years.

### Unparalleled Community Support and Involvement

- \$148 million economic impact - a top 5 employer in NW Missouri.
- No encroachment issues, with an abundance of space available for future expansion.
- Dedicated Community Advisory Group committed to enhancement of the military community.
- 139th AW provides Air Traffic Control and Aircraft Rescue Fire Fighting for the joint use Airfield.
- A community agreement allows the 139th AW fire fighters to support our civilian neighbors in case of emergencies in the surrounding communities.
- The Wing Commander serves on the Board of Directors of the Chamber of Commerce.

### 2012 Highlights

- Jan - St. Joseph Mayor Bill Falkner presented 139AW Commander Col. Pankau with ‘Key to the City’.
- March - November Banner Express (Presidential airlift support).
- June - Partnered with DHS, FBI, and DOE for national level WMD response exercise, Marble Challenge.
- July - Nov - Air Expeditionary Force deployment in support of Operation New Dawn.
- Nov - Integral player in New Madrid Earthquake Response Exercise Vigilant Guard.
- Dec - Staff Sgt. Troy Green awarded Purple Heart for injuries received in combat action as a member of the Agribusiness Development Team.

### Looking Ahead/Future Initiatives

- Acquire C-130J aircraft
- C-130H ARC Weapon Instructor Course
- Aircraft Simulator for training and tactics development
- Expand our associations with other Air Force components

[www.facebook.com/139aw](http://www.facebook.com/139aw)

Twitter @139aw

[youtube.com/139thAirliftWing](http://youtube.com/139thAirliftWing)

[www.139aw.ang.af.mil](http://www.139aw.ang.af.mil)

*When St. Joseph needs help we don't call 911 we call 139 - Mayor Bill Falkner*



# The Air National Guard: Best Value for America

*"Given the...looming fiscal challenges the nation confronts, the projected demands for forces, the unique capabilities resident in the reserve components, and their cost effectiveness, the Commission sees no reasonable alternative to an increased use of and reliance on the reserve components"*

- Commission on the National Guard and Reserves, 2008

## **Our People: 106,700 Americans on call in 50 states, three territories, and the District of Columbia**

<b>For less than two cents of every dollar spent on defense, the Air National Guard represents the best value for America</b>	<b>Cost-effective</b> <ul style="list-style-type: none"><li>▪ 6% = Amount of USAF budget the ANG uses while providing 35% of USAF capabilities</li><li>▪ 90% less = Reserve component retirement costs compared to active duty costs</li><li>▪ 28% = Average Reserve component members pay compared to active duty</li></ul>	<b>Contribution</b> <ul style="list-style-type: none"><li>▪ In 2011, the ANG averaged more than 6,000 members deployed around the world per month</li><li>▪ An average of 3,000 Guard Airmen protect our homeland every day by through Aerospace Control Alert missions and protecting critical infrastructure</li></ul>	<b>Accessible</b> <ul style="list-style-type: none"><li>▪ Within six minutes of the 9-11 attacks, ANG aircraft were airborne protecting America's skies</li><li>▪ Libya: 48 hours after a no-fly resolution was ratified, ANG tankers were supporting 50% of airborne refueling efforts</li></ul>
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## **Our Infrastructure: Cost effective capabilities across the nation and in your community**

<b>Locally-based facilities across America mean reduced cost to the taxpayer and increased regional support</b>	<b>Community Contributor</b> <ul style="list-style-type: none"><li>▪ 75% of facilities located at civilian airfields</li><li>▪ ANG has no commissaries or BX facilities, so all ANG paychecks go to support local businesses</li></ul>	<b>Efficient</b> <ul style="list-style-type: none"><li>▪ We operate and train in 1/4 of the space used by our Air Force counterparts at 1/10 of the cost</li><li>▪ Access to \$6B in community infrastructure for \$20M per year</li></ul>	<b>Homeland Defenders</b> <ul style="list-style-type: none"><li>▪ The Air National Guard operates 17 of 18 of US air defense alert sites</li><li>▪ Dispersed smaller bases aid in domestic response</li></ul>
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